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# TELEWORK For Supervisors

2011 DELRS Conference  
Karen Meyer  
DON Work/Life Program Manager

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# BRIEF SUMMARY

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## ☐ Telework basics:

- 2009 DoD metrics
- definition/ types/ locations
- policy
- eligibility
- emergency preparedness

## ☐ Human Resources does not change by location

- Performance Management
- Discipline
- Complaint Process



# BRIEF SUMMARY

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- Workers Compensation
- Work Schedules
- Compensation
- Leave
- Information Technology
- Managing remote workers
  - Know the telework business case
  - Up-grade your management skills for the information age
  - Communication
    - Modes
    - Information security
    - Qualities of remote workers/portable work
  - Telework Application Process



# 2009 OPM Telework Report to Congress

Total Employees	Total Teleworkers	Percentage	# regular telework	# situational telework	# eligible
DoD 751,425	19,862	2.64 %	14,683 (1.95%)	12,427 (1.65%)	176,000 (23.4%)
DON 209,767	5,579	2.65%			
VA 299,568	6,269	2.09%			
Homeland Security 172,726	3,586	2.64%			
Agriculture 103,857	5,819	5.6%			
HHS 69,288	10,557	15.24%			



# TELEWORK BASICS

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## DOD DEFINITION

Telework is a voluntary arrangement where an employee performs official work at home or at a geographically convenient alternative work location (not including official travel).

## TYPES OF TELEWORK

- ☐ Regular telework- occurs on a fixed regular schedule
- ☐ Situational/ Adhoc telework- occurs on a non-routine basis (snow days/emergencies/ special assignments)
- ☐ Medical telework- occurs as a disability accommodation or short term medical accommodation



# TELEWORK BASICS: Locations

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- ☐ Employee Homes
  
- ☐ DC TELECENTER -Funding terminated in 2011
  
- ☐ OTHER DON WORK LOCATIONS- used by DON employees as alternative work locations



# TELEWORK BASICS: POLICY

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- ☐ Public Law 111-292, Telework Enhancement Act of 2010, December 2010
- ☐ DOD Instruction 1035.01, October 2010
- ☐ Pending Policy: New DoDI & SECNAVINST



# TELEWORK BASICS: ELIGIBILITY

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Organizations and/or supervisors determine what jobs are not eligible for telework

1. **Jobs handling secure information on a daily basis**
  - Security Issues & Networks
  - Privacy Act & HIPPA
  - Work on secure data bases
  - All overseas civilian employees
2. **Required on- site staff on a daily basis**
  - Many blue collar, clerical support, public contact
  - Interns, entry level, or new employees requiring OJT
3. **AWOL (5 days) or viewing pornography on GOV computer**





# TELEWORK ELIGIBILITY: Supervisory Considerations

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- ☐ How does the position get information to do the job? Is it secure info?
- ☐ What are the working relationships with other? Supervisory? Training?
- ☐ How is performance measured in the office?
- ☐ Can the position be performed alone? Phone? E-mail?
- ☐ How much of the work is portable?
- ☐ Does the position require use of special information or networks?
- ☐ Can the employee independently plan work, organize work, and problem solve so they will have what they need?
- ☐ Does the employee have suitable IT equipment and remote access?
- ☐ Is the remote environment a suitable and safe work environment?
- ☐ Does the employee have experience working remotely?
- ☐ Would a trial period help to assess remote work capability?
- ☐ Are remote workers held to the same standards as office workers?



# LACK OF ELIGIBILITY

## THE BUSINESS CASE FOR DENIED TELEWORK

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- ☐ Telework denial MUST be based on a business case; lack of eligibility
- ☐ Personal preference of denying eligible employees all telework is not a legitimate defense
- ☐ Supervisors determine the frequency of telework for eligible employees based on mission requirements
- ☐ Supervisors determine telework eligibility, can revoke, modify, and terminate telework for business reasons
- ☐ Percentage of eligibility should be considered



# TELEWORK & HUMAN RESOURCES

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## Human Resource Does Not Change by Location

### ❑ Performance Management

- Performance Management is the same for employees at the office, TDY, and at remote locations, measure by results not physical presence
- Employees with performance problems are not eligible for telework
- Terminate telework until performance improves citing "lack of eligibility"
- Contact an Employee Relations expert in your HRO
- Document
- Performance Improvement Plan (PIP)

### ❑ Discipline

- Two types: conduct & performance
- Employee with conduct problems are not eligible for telework
- Terminate telework until conduct changes citing "lack of eligibility"
- Do not let it escalate, contact HRO Employee Relations expert
- Document



# TELEWORK & HUMAN RESOURCES

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- ❑ **Complaints-** employees may file complaints for denied telework but it is NOT an employee right
  - EEO
  - Administrative Grievance
  - Collective Bargaining Grievance
  - AJ decisions involving telework are more successful if telework is allowed and pulled back, than never allowed for an eligible position.
- ❑ **Workers Compensation-** employees are covered when working at remote locations
- ❑ **Work Schedules-** are the same in remote locations as in the traditional office
  - May be adjusted with supervisor approval only
  - Over time or compensatory time is permitted only with prior supervisory approval
  - Partial telework days- are permitted if it is an advantage to the GOV by combining telework with an off site meeting or TDY, however employees should not be commuting to the traditional office and teleworking if possible to reduce green house gas emissions
  - Time recorded in SLDCADA (EHZ Field)



# TELEWORK & HUMAN RESOURCES

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- ❑ **Compensation-** to get the traditional office locality pay, workers must report twice in a pay period
- ❑ **Leave-**
  - May be taken in conjunction with telework
  - DoD policy- leave is more appropriate than telework for dependent care issues.
- ❑ **Information Technology**
  - CAC Readers & personal computers-organize work
  - Laptops for sensitive unclassified- refresh to laptop
  - Classified not eligible off site
- ❑ **Competencies-** Upgrade skills for a remote office environment.



# Telework Business Case

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## Telework: Advantages to the Organization

- ☐ Supports recruitment & retention
- ☐ Supports Continuity of Operations & Emergency Preparedness
- ☐ Reduces office space requirements and over-crowding
- ☐ Improves employee productivity, maximizes time spent on work
- ☐ Improves time management
- ☐ Reduces employee commuting, the major cause of greenhouse gas emissions
- ☐ Increases employee quality of life and engagement



# Managing Remote Work

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- ❑ Upgrade your management skills
  - Know the business case
  - Up-grade your management skills for the information age
  - Communicate expectations
    - communication/staying in touch
    - secure the information
    - familiarity with telework policies and command procedures
    - information technology requirements
    - manage by results not physical presence
    - commands customize their programs to fit their work



# Managing Remote Work

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- Controls

- Step #1: No eligibility = no telework period
- Use multiple communication channels
- Be ready for COOP

- Who is suitable for Telework

- Gets the job done with minimal face to face contact
- Familiar with IT equipment and remote access capability
- Comfortable working Independently
- Able to solve problems independently
- able to organize work for multiple locations
- Access to the information needed for the job
- Proven good performer





# Managing Remote Work

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## ☐ Telework Application Process

- Employee requests telework or inherit teleworkers
  - Regular- written agreement
  - Situational/Ad Hoc/Weather- e-mail or verbal
  - DC Telecenter on line application via TOLBS
- Supervisor/command leadership determines eligibility & percentage eligibility
  - Review eligibility criteria
  - Use command telework expert if needed
- Determine telework frequency/trial period
- Communicate expectations to the employee
- Written agreement contains work hours, location, contact phone numbers, safety information, and terms and conditions of telework



# TELEWORK FOR EMERGENCY PREPAREDNESS

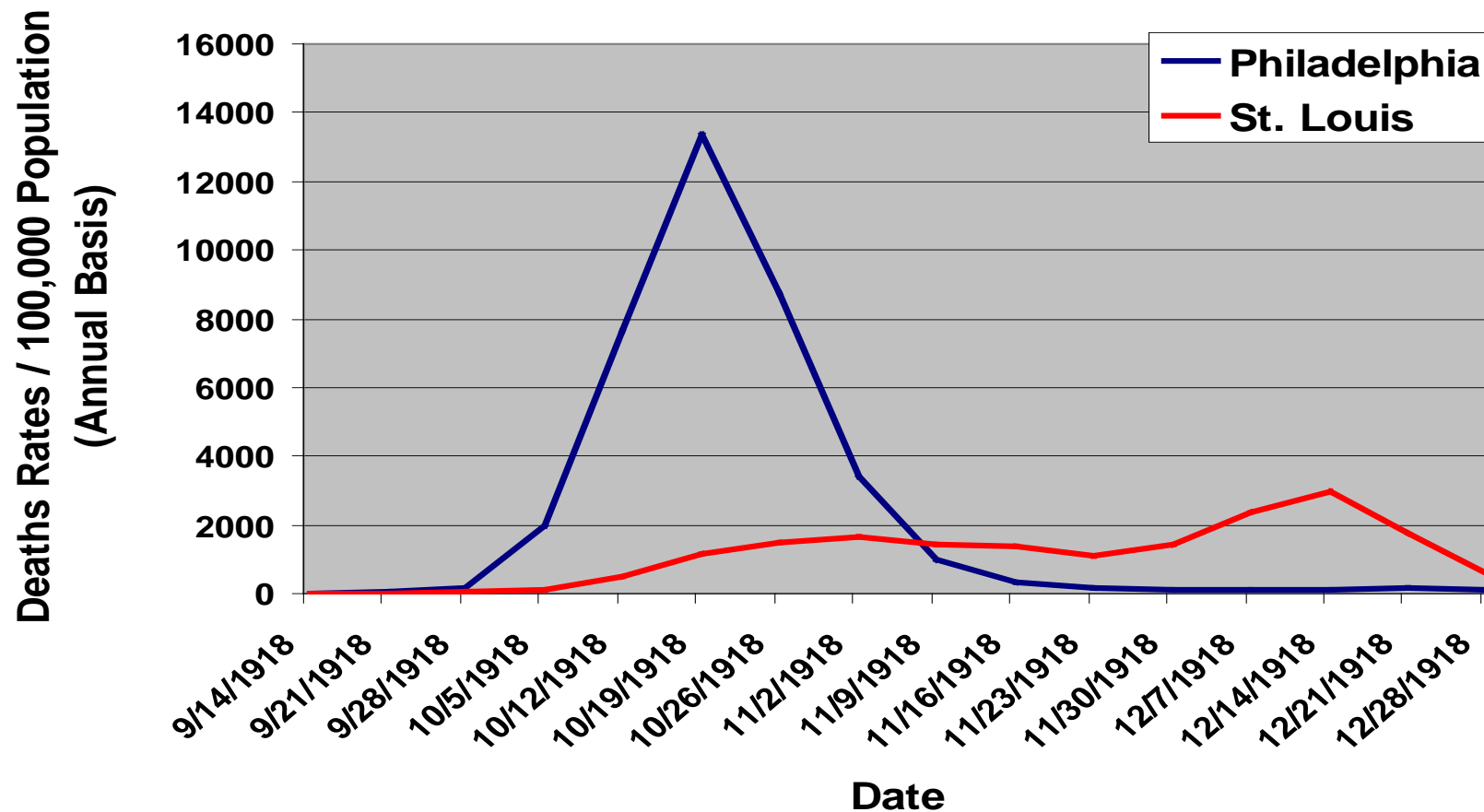
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- ☐ Mission essential staff will be required to work remotely in emergencies
- ☐ Regular telework will be asked to telework in emergencies if capable
- ☐ Telework must be included in all COOP agreements
- ☐ All telework eligible employees may be asked to social distance during a pandemic flu crisis
- ☐ Lessons of the CA Wildfires; remote work capability is vital to COOP

# TELEWORK FOR EMERGENCY PREPAREDNESS

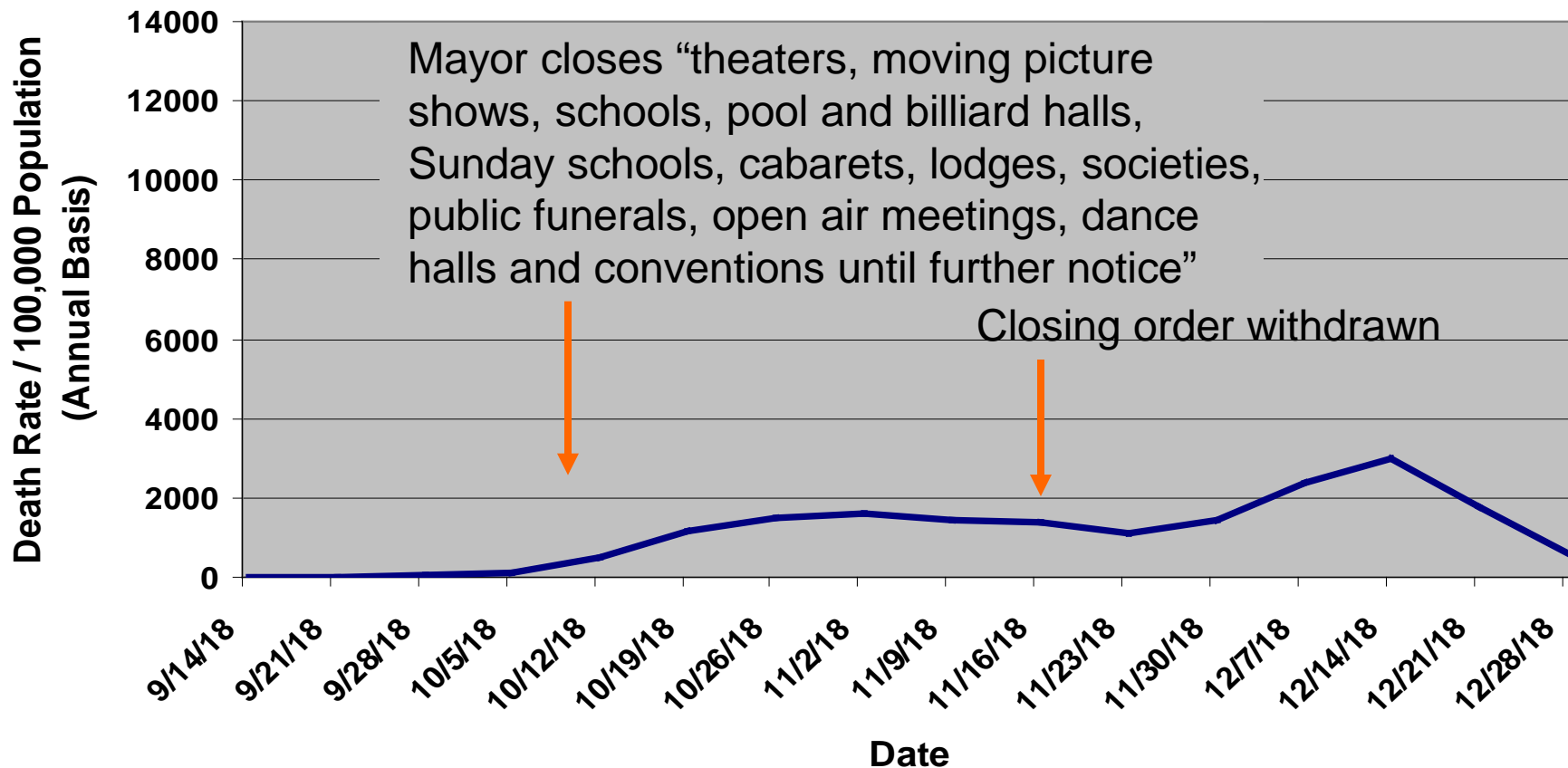
## 1918 PANDEMIC FLU

### 1918 Death Rates: Philadelphia v St. Louis



# 1918 PANDEMIC FLU

## St. Louis





# NEED MORE INFORMATION?

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- ☐ Department of Defense  
[http://www.cpms.osd.mil/fas/fas\\_telework.aspx](http://www.cpms.osd.mil/fas/fas_telework.aspx)
- ☐ Office of Personnel Management (OPM) & General Services Administration (GSA)  
Information & Training  
[www.telework.gov](http://www.telework.gov)
- ☐ Pandemic Flu  
[www.pandemicflu.gov](http://www.pandemicflu.gov)
- ☐ DON Work/Life (Telework)  
<http://www.public.navy.mil/donhr/Benefits/worklife/Telework/Pages/Default.aspx>
- ☐ DON Telework Program Manager  
Karen Meyer 202-685-6494  
[karen.meyer@navy.mil](mailto:karen.meyer@navy.mil)

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WORK IS SOMETHING YOU DO, NOT SOMEWHERE YOU GO!**